

## Module 18: Management Review

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## ***GUIDANCE***

Just as a person should have periodic physical exams, your EMS must be reviewed periodically by top management to stay “healthy”. Management reviews are one **key to continual improvement** and for ensuring that the EMS will continue to meet your organization’s needs over time.

The goal of the review should be to allow management to bring about overall improvements. The scope and frequency of the review should depend upon the size and complexity of the organization and other factors that are determined relevant in each organization.

### **Establish a senior management review process**

To maintain continual improvement, suitability, and effectiveness of your environmental management system, and thereby its performance, your organization’s senior management should review and evaluate your EMS at defined intervals, such as quarterly.

The scope of the review should be comprehensive, though not all elements of your EMS need to be reviewed at once. Also, the review process may take place over a period of time. Review of the policy, objectives, and procedures should be carried out by the level of management that defines them. Some of the things that should be included in the management review follow:

1. results from assessments
2. the extent to which objectives and targets have been met
3. the continuing suitability of the EMS in relation to changing conditions and information, and
4. concerns among relevant interested parties.

Questions for management to consider include:

1. Is our environmental policy still relevant to what we do?
2. Are roles and responsibilities clear and do they make sense?
3. Are we applying resources appropriately?
4. Are we meeting our regulatory obligations?
5. Are the procedures clear and adequate? Do we need others? Should we eliminate some?
6. What effects have changes in materials, products, or services had on our EMS and its effectiveness?
7. How effective are our measurement and assessment systems?
8. Can we set new measurable performance objectives?
9. What effects have changes in materials, products, or services had on our EMS and its effectiveness?
10. Do changes in laws or regulations require us to change some of our approaches?
11. What stakeholder concerns have been raised since our last review?
12. Is there a better way? What else can we do to improve?

Create a continual improvement plan and check progress. Document observations, conclusions, and recommendations for necessary action. Assign action items for follow-up, and schedule the next regular review. **Form 18-2** can be used to document your management review and assign action items for follow up.

Management reviews also offer a great opportunity to keep your EMS **efficient and cost-effective**. For example, some organizations have found that certain procedures and processes initially put in place were not needed to achieve their environmental objectives or to control key processes. **If EMS procedures and other activities don't add value, eliminate them.**

The key question that a management review seeks to answer follows:

“Is the system **working?**” (i.e., is it suitable, adequate, and effective, given our needs?)

### Hints

- Two kinds of people should be involved in the management review process:
  - people who have the right **information** / knowledge about the EMS,
  - people who can **make decisions** about the organization and its resources (top management).
- Determine a management review **frequency** that will work best for your organization. Some organizations combine these reviews with other meetings (such as director meetings). Other organizations hold “stand-alone” reviews. At a minimum, consider conducting management reviews at least once per year.

### Hints (continued)

- During management review meetings, make sure that someone records what **issues** were discussed, what **decisions** were arrived at, and what **action** items were selected. Results of management reviews should be **documented**. Form 18-2 can be used to document management reviews.
- Management reviews should assess how **changing circumstances** might influence the suitability, effectiveness, or adequacy of your EMS. Changing circumstances might be **internal** to your organization (such as new facilities, new raw materials, changes in products or services, new customers, etc.) or might be **external** factors (such as new laws, new scientific information or changes in adjacent land use).
- After documenting the action items arising from your management review, be sure that someone **follows up**. Progress on action items should be tracked to completion.
- As you assess potential changes to your EMS, consider **other organizational plans and goals**. In this way, environmental decision-making can be integrated into your overall management and strategy.

**Tool 18-1** is a questionnaire to help guide your facility in establishing and maintaining an EMS Management Review element. If you desire to make a documented procedure for Management Review of your facility's EMS, then **Tool 18-2** is an example of a procedure you could adapt. **Form 18-2** can be used to document the management reviews in accordance with your procedure.



## TOOLS

### Tool 18-1: Management Review Worksheet

Do we have an <b>existing process</b> for conducting management reviews?  If yes, does that process need to be revised? In what way?	
<b>Who needs to be involved</b> in this process within our organization?	
When is the <b>best time</b> for us to implement this process? Can this effort be <b>linked</b> to an existing organizational process (such as our budget, annual planning, or auditing cycles?)	
How <b>frequently</b> are management reviews? What is the <b>basis</b> for this frequency?  Should we conduct reviews more or less frequently?	
Who is responsible for <b>gathering the information</b> needed to conduct management reviews? Who is responsible for <b>presenting</b> this information?	
How do we ensure that <b>changing circumstances</b> (both internal and external to the organization) are considered in this process?	
How do we ensure that the <b>recommendations</b> of management reviews are <b>tracked and acted upon</b> ?	
<b><i>Our next step on management review is to ...</i></b>	

## **Tool 18-2: Sample Procedure for Management Review**

### **Purpose**

To ensure the effectiveness of the EMS and its continual improvement, [Your Facility's Name]'s top management periodically reviews the important elements and outcomes of the EMS.

### **General**

The Management Review process is intended to provide a forum for discussion and improvement of the EMS and to provide management with a vehicle for making any changes to the EMS necessary to achieve the organization's goals.

### **Procedure**

1. In preparation for the management review, the EMS management representative (EMR) gathers the following information and makes it available to top plant management, including the owner, company President, and the plant manager:
  - Environmental policy
  - List of the Cross Functional Team (CFT) members and others responsible for major parts of the EMS
  - List of significant environmental aspects and criteria of significance
  - Update on compliance status of the plant and on any potential upcoming regulations that might require an advance strategy
  - List of environmental objectives and targets
  - Environmental performance results (from monitoring and measuring Significant Environmental Aspect indicators and indicators of progress toward environmental objectives and targets)
  - Bullet-point descriptions of other accomplishments of the EMS (e.g., number of people trained)
  - Results of most recent EMS internal assessment, compliance assessment and corrective actions taken
  - Description and documentation of feedback from stakeholders (if received)
  - Analysis of the costs and benefits of the EMS (as quantitative as possible)
2. Top plant management meets to review and discuss the information presented. The EMR and EMS Coordinator will also be present. Depending on its review, top management may direct specific and/or significant changes in the scale and direction of the EMS in order to improve its effectiveness and business value. The conclusions and directives that result from the management review are recorded on Form 18-2 and kept by the EMS Coordinator.

### **Frequency**

Quarterly.

### **Records**

Results of management reviews are recorded using Form 18-2. Records are kept by the EMS Coordinator.

## Form 18-2: Sample Management Review Record

EMS Management Review Record	
Date of review meeting	
Persons present at meeting	
Name	Position
Conclusions	
Actions to be taken	Person(s) responsible

Signed:

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Environmental Management  
Representative

Plant Manager